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Since 1977, the federal government has relied on its Presidential Management Fellows (PMF) program to recruit outstanding graduates from a broad range of master's and doctoral programs. According to the US Office of Personnel Management (OPM), the PMF program "ensures there is a constant pipeline of public service leaders who meet the highest standards."

Each PMF applicant must undergo a rigorous selection process to become a "Finalist." Finalists may then apply to a myriad of positions throughout the federal government. Once a Finalist accepts an offer with a federal agency, he or she becomes a Presidential Management Fellow. Formal training is provided and some federal agencies offer rotational assignments.

As reimbursement for recruitment costs, agencies pay OPM \$7,000 for each Fellow hired. However, there is no additional salary or employee benefit cost—the federal government hires qualified finalists onto existing vacant positions, as opposed to dedicated intern spots that are subject to the availability of funding.

In Los Angeles County, we have operated the Administrative Intern Program

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(AIP) since 1933 as part of our efforts to recruit top talent and maintain our position as a premier organization for those working in the public interest. The AIP is a paid, two-year internship offering rotational assignments within departments. All interns are promoted to Administrative Analyst and placed in a department after the completion of the two-year training program.

While a rigorous program, the AIP is less cost-effective than its PMF counterpart because of the way it is structured. The AIP relies on dedicated intern positions that require Net County Cost for funding – currently \$855,000 for only six interns enrolled in the two-year program – while the federal PMF requires no additional funding since it utilizes existing positions funded within a department's budget.

The County should consider developing an internship program which resembles the federal PMF. This model appears to offer greater cost-effectiveness to the County and more opportunity to qualified applicants.

WE, THEREFORE, MOVE that the Department of Human Resources, in conjunction with the Chief Executive Office, develop a County Management Fellows program modeled after the federal Presidential Management Fellows program. The proposed program, which would supplement or replace the existing Administrative Intern Program, should be presented for Board consideration within 60 days. The plan should include, but not be limited to:

- Recommendations for recruitment, assessment, selection and placement processes.

- Identification of the classifications and compensation levels that would be appropriate for the program, along with the estimated number of potential openings. For example, the PMF program is used to fill positions in the GS-9 to GS-12 range and each year they hire between 500 and 900 PMFs, out of approximately 2 million civilian employees in the federal workforce according to the Bureau of Labor Statistics.
- Cost estimates and a financing proposal.
- Recommendations for the continuation, alteration or elimination of the existing Administrative Intern Program.

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